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| D:\VK\GIET LOGO.jpg | **GIET UNIVERSITY, GUNUPUR – 765022**B. Tech (First Semester – Regular) Examinations, April – 2021EC/HS **–** ORGANISATIONAL BEHAVIOUR**(BRANCH)** |
| Time: 2 hrs Maximum: 70 Marks |

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**KEY – I**

**PART – A: (Multiple Choice Questions) (10 x 1=10 Marks)**

Q.1. Answer ***ALL*** questions

1. i
2. ii
3. iv
4. ii
5. i
6. iv
7. iii
8. i
9. i
10. iii

**PART – B: (Short Answer Questions) (10 x 2 = 20 Marks)**

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| Q.2. Answer ***ALL*** questions | [CO#] | [PO#] |
| a. | The key elements in organisational behaviour are people, structure, technology, and the environment in which the organization operates. |  |  |
| b. | A span of control is a concept that describes the number of people that are managed by someone. |  |  |
| c. | The "**halo effect**" is when one trait of a person or thing is used to make an overall judgment of that person or thing. It supports rapid decisions, even if biased ones. |  |  |
| d. | **Perception** is an intellectual process of transforming sensory stimuli to meaningful information.  |  |  |
| e. |  It is the process of stimulating people to actions to accomplish the goals.  |  |  |
| f. | **Formal**- hierarchical. These groups are formed by the organizations to carry out specific tasks.**Informal**-interest groups or cliques-horizontal, vertical or random. These are the groups formed by employees themselves. |  |  |
| g. | Change refers to alternation in the total work environment. People should adopt themselves to the changing situations. i.e. the change towards the growing trend. |  |  |
| h. | Refers to an employee’s satisfaction with a particular organisation & its goals. Who are highly committed is a strong supporter of the values & goals of the organisation and he want to strive hard to achieve the goals of the organisation |  |  |
| i. | National culture is greater impact on employees than organisational cultureNational culture strongly shaped this company’s organisational culture. |  |  |
| j. | UnfreezingMovement of changesRefreezing |  |  |

**PART – C: (Long Answer Questions) (4 x 10 = 40 Marks)**

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| Answer ***ALL*** questions | Marks | [CO#] | [PO#] |
| 3. a. | **Scope:*** **A Separate Field of Study and not a Discipline Only**
* **An Interdisciplinary Approach**
* **An Applied Science**
* **A Normative Science**
* **A Humanistic and Optimistic Approach**
* **A Total System Approach**

**Scope of Organizational Behavior*** **People**
* **Structure**
* **Technology**
* **Social System**
 |  |  |  |
| b. | The four important approaches to the study of organisational behaviour, * Human Resource Approach,
* Contingency Approach,
* Productivity Approach, and
* System Approach.
 |  |  |  |
|  | (OR) |  |  |  |
| c. | **Determinants*** Biological factors
* Family and social factor
* Cultural factor
* Situational factor

**Types*** The Leader—Type A Personality
* The Socialiser—Type B Personality
* The Detail Seeker—Type C Personality
* The Distressed—Type D Personality:
 |  |  |  |
| d. | Learning Theories - Tutorialspoint |  |  |  |
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| 4. a. | Perceptual process is the different stages of perception we go through. The different stages are −ReceivingSelectingOrganizingInterpreting |  |  |  |
| b. | The Hierarchy of Needs is as follows:1. Physiological Needs (basic issues of survival such as salary and stable employment)2. Security Needs (stable physical and emotional environment issues such as benefits, pension, safe work environment, and fair work practices)3. “Belongingness” Needs (social acceptance issues such as friendship or cooperation on the job)4. Esteem Needs (positive self-image and respect and recognition issues such as job titles, nice work spaces, and prestigious job assignments.)5. Self-Actualization Needs (achievement issues such as workplace autonomy, challenging work, and subject matter expert status on the job) |  |  |  |
|  | (OR) |  |  |  |
| c. | Yes it is possible. **Motivation** is the process which is related with satisfaction of needs. Usually we need also **motivation** to **do** something from outside source maybe people or some **situation** Motivation mainly comes from the two sources - intrinsic and extrinsic. An intrinsic source occurs when a person is motivated from within when sets goals to achieve then it lasts long and has more impact than motivating from other sources. An extrinsic source arises when an organization develop such an environment that all employees behaves like a self-motivating factor. |  |  |  |
| d. | Organizational Behavior (OB) is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself.**Evolution:*** Industrial Revolution
* Scientific Management
* The Human Relations Movement
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| 5. a. | **Academy Culture** The name says it all. Academy culture depends on employees who are highly skilled, studious and welcome further training and advancement. **Normative Culture** This is your everyday corporate workplace. Normative culture is very cut and dry, following strict regulations and guidelines that uphold the policies of the organization. **Club Culture** Nothing but the best. This type of culture requires employees to be very skilled and competent in their niche of work. **Baseball Team Culture** This could be the best type of organizational culture from an employee’s stand point.**Fortress Culture** Contrary to baseball culture, fortress culture could be the worst (or the best if you’re really good at what you do) for employees. **Tough Guy Culture** Tough guy culture is basically another way of saying micro-management. Employees are monitored every step of the way and when something does not meet the standards or expectations of the company the employee is given guidance and monitored further.**Process Culture** This type of office culture provides a set of regulations and procedures that the employees follow. |  |  |  |
| b. | * The culture decides the way employees interact at their workplace.
* The culture of the workplace also goes a long way in promoting healthy competition at the workplace
* The work culture goes a long way in creating the brand image of the organization.
* The organization culture brings all the employees on a common platform
* The work culture unites the employees who are otherwise from different back grounds.
* The work culture promotes healthy relationship amongst the employees.
* It is the culture of the organization which extracts the best out of each team member.
 |  |  |  |
|  | (OR) |  |  |  |
| c. | * Focus on the Positive. ...
* Ensure Shared Values. ...
* Give and Receive Feedback. ...
* Follow-Through. ...
* Care About Your Team Members. ...
* Play to Strengths and Look for the Bright Spots. ...
* Set Expectations. ...
* Evaluate Processes and Procedures.
 |  |  |  |
| d. | Stakeholder-Value OrientationEntrepreneurial OrientationSocial ResponsibilityTransparent GovernanceTeam SpiritCustomer ServiceAdaptive Ability* Open Communication
* Problem-Solving
* Supportive Environment
 |  |  |  |
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| 6. a. | Yes,**Loss of status or job security in the organization****Poorly aligned (non-reinforcing) reward systems****Surprise and fear of the unknown****Peer pressure.****Climate of mistrust****Organizational politics****Fear of failure****Faulty Implementation Approach** |  |  |  |
| b. | * Establish a sense of urgency. ...
* Form a powerful coalition. ...
* Create a Vision. ...
* Communicating the Vision. ...
* Empowering others to act on the vision. ...
* Planning for and creating short term wins. ...
* Consolidating improvements and producing still more change. ...
* Institutionalizing new approaches.
 |  |  |  |
|  | (OR) |  |  |  |
| c. | * By transformational leaderships:
* By use of group forces:
* By providing a rationale for change
* By participation:
* By sharing rewards:
* By ensuring employee security:
* By communication and education
* By stimulating employee readiness
 |  |  |  |
| d. | Individual Resistance:* Self interest
* Misunderstanding / Lack of trust
* Different assessments
* Low tolerance for change

Organizational Resistance:* Structural inertia
* Limited focus of change
* Group inertia
* Threat to expertise
* Threat to establish power relationships
* Threat to establish resource allocations
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--- End of Paper ---